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SIGNIFICANCE OF ORGANIZATIONAL STRUCTURE FOR THE ACHIEVEMENT OF PROGRAM OBJECTIVES BY RZESZÓW RADIO

Abstract

In order to accomplish the mission of a public radio it is necessary to manage the broadcasting time adequately, taking into account the mission-related objectives, such as production of programs focusing on matters important for local communities. Public radio should be perceived by the audience as a reliable and trustworthy source of information. At the same time it should compete for young listeners and improve attractiveness of the program without excessive commercialization. Therefore, being a public station, Radio Rzeszów SA broadcasts a wide variety of programs focusing on information, opinions, culture, entertainment, education and sport, in compliance with its mission. Moreover, the schedule of programs is designed taking into account the criteria for the preferred programs, as defined by the National Broadcasting Council. The numerous mission-related tasks of a public broadcasting entity include programs for national and ethnic minorities. Polskie Radio Rzeszów produces and broadcasts the most refined genres of radio journalism, such as reportage and radio drama. In Rzeszów Radio these are programs for Ukrainian and Lemko minorities. The related achievements are presented in the article, which also discusses the findings of Radio Rzeszów monitoring conducted by the National Broadcasting Council as well as a survey commissioned by us.

Key words: Radio Rzeszów, public radio mission, preferred programs, radio monitoring, programs for national minorities, listener survey

One of the most important concepts in the theory of organization and management is organizational structure because it is “within” or “through” the structure that a given institution or company executes all the management functions fulfilling the formal and legal objectives of its existence, its missions and tasks. Organizational structure is simply a system of functions and organizational units comprising these within the organization.¹ The concept of “organizational structure” may refer

¹ H. Foltyn, *Klasyczne i nowoczesne struktury organizacyjne* (Classical and Modern Organizational Structures), Wydawnictwo Key Text, Warszawa 2007; and *Encyclopaedia of Management*, category: organizational structure, http://mfiles.pl/pl/index.php/Struktura_organizacyjna.

to the company's internal system and to a number of external units (entities) which retain their own internal organization and structure, yet by cooperating with one another they perform specified objectives.

As a rule large organizations present their structure by means of an organization chart, which is defined by a number of factors conceptualizing its character. Such essential factors include:

- formalization, i.e. definition, usually made in writing, of the scope of tasks and responsibilities of specific constituents of the entire organization. By formal definition we create a number of regulations which specify: the mission and objectives of the organized system; tasks for the essential positions, and organizational units and departments; basic organizational hierarchies; scopes of rights and obligations; model operations – instructions for relevant processes and procedures. In practice formalization involves defining the organization chart, by-laws, scopes of responsibilities and organizational instructions²;
- departmentalization – one of the basic mechanisms for defining organizational structure, based on logical, efficient and effective method of combining, dividing and grouping of activities (e.g. by functions, tasks, etc.) according to human resources and rules of management³;
- centralization – decentralization, i.e. introduction of certain model solutions related to: “centralization” of decision-making processes assigned to the top management executives, or “decentralization” involving delegation of authority to lower level management⁴;
- range of management defining the number of persons subordinate to executives specified in the organizational structure. With regard to the range of management organizational structures are divided into flat and tall systems, where the range of management is broad and narrow respectively⁵;
- division of work, i.e. defining varied specialized types of work and activities within the structure;
- defining the routes of organizational subordination.

Theory of organization and management also distinguishes a few types of organizational structures impacting the method of executing management functions. Types of management structures described in literature include: linear or simple structure; team structure; team and linear structure combining linear management with expert system in order to increase decision-making effectiveness; functional struc-

² *Zarządzanie. Teoria i praktyka (Management. Theory and Practice)*, ed. A.K. Koźmiński, W. Piotrowski, 5th edition, Wydawnictwo Naukowe PWN, Warszawa 2000.

³ R.W. Griffin, *Podstawy zarządzania organizacjami (Management)*, PWN, Warszawa 2004.

⁴ *Leksykon zarządzania (Companion to Management)*, ed. M. Adamska, Difin, Warszawa 2004, p. 514–515.

⁵ J. Dzida, *Rozpiętość i zasięg kierowania w teorii i praktyce (Range and Scope of Management in Theory and Practice)*, PWN, Warszawa 1969, p. 17, 44–45.

ture; virtual organization structure where the traditional efforts towards integration of internal processes are replaced with informal relations of organizational entities⁶; network structure; matrix structure, etc.

From the point of view of objectives and mission assigned to public media the network and matrix structures are of particular interest. Network structure is currently used in modern organizational systems where traditional solutions are replaced with novel management methods based on functional organization of work and network management. The growing importance of network structures in management results from the disintegration of traditional organization due to the net-based global communication – exchange of information within organizations. Network-based management is effective in small and large organizations. It enhances the dynamics of their operations and significantly facilitates independence of the organizational entities. Organizational units, previously subject to hierarchies and centralization, gain considerable independence with regard to decision processes, which contributes to higher quality and effectiveness of management. Network management structure emerges as a result of changes in the developing information networks, due to new approach to business environment and, most importantly, because of the increasingly blurred boundaries between an organizational unit and its environment. This type of structure is characteristic for the so-called smart organizations, i.e. those which specialize in knowledge and information management, as well as for virtual entities, formed voluntarily to gain greater profits via network operations. The main attributes of this type of management make it possible to achieve:

- high managerial efficiency, expertise and flexibility;
- ability to develop knowledge based on one's own experience and to distribute it within the "network";
- ability to monitor experiences of others and to apply these in management;
- capacity to rapidly carry out innovative implementations, creating management sub-sphere with adequate dynamics and kinematics of information flow⁷;
- effective transformation of knowledge into novel solutions;
- ability to manage one's own knowledge.

Network management by smart organization makes it possible to activate inherent categories of knowledge to increase effectiveness and efficiency of opera-

⁶ M. Najda-Janoszka, *Organizacja wirtualna. Teoria i praktyka (Virtual Organization. Theory and Practice)*, Difin, Warszawa 2010.

⁷ More about this issue in: H. Pietrzak, *Kinematyka i dynamika informacji w przestrzeni medialnej (Kinematics and Dynamics of Information in Media Sphere)*, „Zarządzanie w Kulturze” vol. 15, book 1, Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2014; J. Gawroński, *Zarządzanie mediami w sformalizowanej wielowymiarowej przestrzeni medialnej (Media Management in the Formalized Multi-Dimensional Media Sphere)*, „Zarządzanie w Kulturze” vol. 15, book 1, Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2014.

tion in the company. To achieve the goal and successfully accomplish the mission, it must operate rapidly in the changing environment. Therefore, the organization continues to learn and it has the capacity to create, acquire, organize and share the knowledge, or information.⁸ The network management structure also makes it possible to adjust the number of entities performing specific functions to the newly emerging needs. Construction of intra-organizational and inter-organizational networks contributes to development of competitive value. The skeleton of organization – network, can be presented as a drawing of pyramid or trapezoid. The trapezoid comprises two co-existing dimensions, the first of which consists of elementary organizational units involved in executing the company's mission, and the second presents the existing integrating structures. Currently the system is employed by many organizational units, including the media⁹. On the other hand matrix structure¹⁰ describes the type of management which focuses on problems or projects carried out by the organization. As a rule these are presented in rows of the matrix, and the columns reflect the fixed, recurring functions similar to those shown in the functional structure. Matrix structure is applied whenever it is necessary to perform special undertakings for which it is necessary to designate new short-lived units, e.g. to prepare the project or to manage that project. Such teams, as a rule, consist of persons working in regular organizational units, who implement a specific mission or goal of the project without changing their subordination status. Notably, the matrix organizational structure is quite a complicated undertaking, yet for modern mass media it is an effective tool which makes it possible to improve their listenership and their position in the market.

The public radio station in Rzeszów has adjusted its public mission for the programming needs, in accordance with Art. 21, clause 1 of the Broadcasting Act¹¹ and for this purpose network and matrix structure was introduced into the strategy of radio management for programs focusing on new technologies, high culture, and educational matters, as well as programs preventing digital exclusion. In accordance with the radio's plan for 2015, when the digital program is designed to be launched, the station specializes in all aspects of regional culture, artistic endeavours in the region and within the Carpathian border area, and in the so-called high culture. These operations make it necessary to adjust requirements of the digital program to the radio management structure, with simultaneous realization of program schedule.

Management of a public radio station, such as Polskie Radio Rzeszów, involves operations carried out in two spheres. The first domain is related to the performance

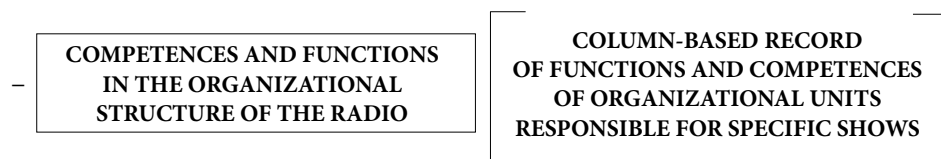
⁸ W.M. Grudzewski, I.K. Hejduk, *Przedsiębiorstwo przyszłości (Enterprise of the Future)*, Difin, Warszawa 2000.

⁹ *Zarządzanie...*, *op.cit.*

¹⁰ Matrix structure was introduced in aerospace industry in the 1960s. NASA (National Aeronautics and Space Administration) played pioneering role in using such structure.

¹¹ Broadcasting Act dated 29 December 1992, "Journal of Laws" 1993, No. 7, item 34, as amended.

of the management obligations set forth in the Commercial Companies Code, due to the fact that the Radio is a state-owned enterprise.¹² Management is performed by the Supervisory Board and by the President of the Management Board acting individually. The Program Committee appointed by the Chairman of the National Broadcasting Council (KRRiT) participates in this process. The scope of responsibilities and method of appointing the President of the Board are regulated exclusively by the Commercial Companies Code. Briefly speaking, the function of the station management involves representation of the partner, i.e. the State Treasury, inside and outside the company as well as taking decisions related to the station's ongoing operation on behalf of that partner. The basic tasks and responsibilities of the Supervisory Board are connected with reviewing the decisions, appointing and dismissing the Company's Management Board, assessing the profits and losses account and balance sheets, and comparing these with the company's books, as well as approving annual operational plans for the Company. On the other hand the Program Committee appraises and ensures the level and quality of radio program and makes sure the social and cultural mission of the radio is achieved. The second domain of management is generally related to the accomplishment of the essential function of the radio. The structure of management in this case is based on two departments – the programming department consisting of editorial units and journalists, as well as the marketing and advertising department. The basic editorial units include the following: Magazine and Information, High Culture, Daily News and New Media, Feature Program, Music and Sport units. The programming department also comprises the Program Coordination and Documentation Unit, and Program Archives. Additionally the station's economic and investment department is in charge of technical, economical and financial issues. This department includes IT and sound engineering units.¹³ Each "editorial unit" and organizational unit within the radio's structure is assigned with clearly defined functions and competences, as well as scopes of responsibilities. Listed in consecutive rows, in accordance with the management structure, these become a kind of matrix defining program objectives, and the columns specify contributions in preparing, creating and broadcasting of specific programs within the schedule. The model management concepts within a matrix structure are presented by the following diagram:



¹² Commercial Companies Code, act of 15 September 2000, "Journal of Laws" 2000, No. 94, item 1037, consolidated text 2014.

¹³ Organizational structure constitutes Annex No. 1 to the Organizational Regulations of Polskie Radio Rzeszów dated 9 Dec. 2011, as amended by Annex No. 2, dated 24 October 2013.

Network character of the radio station can be seen for instance in the interactive contact of the station with listeners; this aspect received high scores in a survey conducted in 2012 by KRRiT in the framework of its monitoring operations¹⁴ and in a survey commissioned by Rzeszów Radio in 2013.¹⁵ Within the media sphere, the Radio is interconnected with Radio Information Agency, which is the source of news, as well as the Polish Press Agency, Audytorium 17, with public radio and its programs, as well as other regional stations. Additionally, Rzeszów Radio has its own website where written version of a show is posted shortly after the broadcast, frequently supplemented with photo materials. At present we are considering the idea where an abridged film version documenting the relevant event will be posted. Scheduled as an important event for 2015, digital programs of Rzeszów Radio will be presented “in the network”.

The following review presents in detail the contribution of specific editorial units and departments of Rzeszów Radio in accomplishing program objectives:

- 1) Daily News Department (News Room) mainly produces information bulletins broadcast from Monday to Friday (24 times a day), on Saturdays (17 times a day), and on Sundays and statutory holidays (14 times a day). Additionally, Rzeszów Radio also offers information for drivers, and in winter information for skiers. These are very popular with listeners; additionally details concerning these issues can regularly be checked at our website. Information bulletins mainly focus on regional matters and are supplemented with news from Poland and abroad. Regional news are collected and prepared by reporters working in our radio station and in local units in Przemyśl, Krosno, Mielec and Tarnobrzeg, and recently in Lviv (Ukraine), as well. While preparing the national and international bulletins the news section also uses information services provided by the Radio Information Agency and the Polish Press Agency. Besides that the section is involved in creating IAR service which it supplements with news from Podkarpacie. Each Saturday the section prepares 12-minute review of the most important events in the region, entitled *Mija tydzień* (Week Goes By) with audio information relevant to the passing week. Each news program ends with the regional weather forecast.
- 2) General Information Department is a team of “fast response” reporters who prepare accounts for two information blocks: the morning show entitled *Kalejdoskop* (Kaleidoscope) (on the air from Monday to Saturday) and the afternoon show *Puls dnia* (Pulse of the Day). These programs focus on current events of the day and present reports from sites holding events of importance for the local communities. Listeners greatly appreciate “intervention

¹⁴ Monitoring Report for Rzeszów Radio, by the Social Change Unit, at the Institute of Sociology, University of Warsaw, dated 11.03.2012.

¹⁵ Survey Report for Rzeszów Radio, conducted by the Institute of Social and Marketing Research, Lublin, June 2013.

programs” which are broadcast as a part of shows allowing for interactive contact with the audience. The programs also feature a variety of social, cultural and political matters. The regular components include: guest of the day, expert’s visit, regional and national press review, and audio reports. As it was mentioned before, these are interactive programs during which our listeners can use telephone or SMS to voice their opinions concerning various aspects of the region’s life. Journalists in this department tend to specialize in certain domains. Reporters are assigned with and specialize in specific areas of interest and they are expected to regularly follow events related to that sector. Each morning during the meeting, the department employs the technique of brainstorming to present, discuss and select the most important, current and interesting topics. Similarly, each day the guest for the next day is selected – a live discussion with the person is carried out during the morning *Kalejdoskop* (Kaleidoscope). Programs related to events of regional importance are broadcast live, straight from location. The department also prepares a weekly political debate (*Podkarpacki panel polityczny* / Podkarpacie Political Panel), during which representatives of political parties may voice their opinions on current events. On the other hand the show entitled *Podkarpackie krajobrazy* (Landscapes of Podkarpacie) presents information for farmers.

- 3) Feature Program Department – journalists working in this department contribute to the accomplishment of our statutory tasks by preparing programs focusing on education and advice: promoting issues related to the region, healthy life styles, and community involvement, and counteracting pathologies. The leading program is entitled *Między nami* (Between Us), aired from Monday to Friday. This is a thematic program presenting views of invited guests concerning current regional, national and global problems. An inseparable attribute of this show is the direct contact with listeners. Afternoon programs focus on a wide range of issues, such as economy (*Innowator* / Innovator), history of the region (*Wojny, kampanie, militaria* / Wars, Campaigns, Military Artefacts, *Historia duża i mała* / History– Large and Small), operations of non-governmental organizations (*Podkarpackie pozarządowe* / Podkarpackie NGO-s), trade unions and employers’ unions (*Głosem związków* / Voice of the Unions), shows for national and ethnic minorities (*Skrynia – magazyn w języku ukraińskim* / Skrynia – Journal in Ukrainian Language). In accordance with its statutory obligations regional radio stations must inform about cultural and artistic events and phenomena in the region. Broadly understood culture (literature, painting, film, theatre, photography) was promoted by such programs as *Okolice kultury* (Surroundings of Culture), *Radiowy kinematograf* (Radio Cinematograph), *Słowa* (Words). For Saturday and Sunday mornings journalists of this Department prepare educational programs using a more entertaining formula, with competi-

tions for listeners (*LUS – czyli lekkie uzupełnienie soboty* / *LUS – or Light Supplement for Saturday*, *Babskie gadanie* / *Female Talk*). These shows contain advice related to health, beauty, upbringing of children and teenagers, inter-generational relations, recreation and sport. Night specialty show entitled *Dyskusyjny klub radiowy* (Radio Discussion Club) is addressed to those listeners who want to improve their knowledge about man, world, and culture, listen to interesting discussions focusing on various aspects of life. Feature programs mainly include the fine genres of radio-making art, such as reportage and document. The editorial unit very carefully chooses features and accounts presented on Sunday afternoons. Most of these are produced by our own journalists. Additionally, during accompanying interviews the authors explain the circumstances which inspired the reportage. We frequently use feature programs on offer from other regional radio stations – in particular, if the subject is unique, and if the material has high artistic value, evoking specific emotions in listeners. The department cooperates on a regular basis with the founder and member of cabaret named *Kaczka pchnięta nożem* (Duck Stabbed with Knife), who is also an author of numerous skits and jokes and has a comic show entitled *Strefa kabaret* (Cabaret Zone) in our radio. Materials used in the show, such as songs, anecdotes, skits and punch lines are written by the host or members of his cabaret.

- 4) High Culture Department – the youngest unit of Polskie Radio Rzeszów, launched less than half a year ago; it has been constantly expanding the range of its interests. At this point its main product is the radio drama series entitled *Drabina do nieba* (Ladder to Heaven), on the air from Monday to Friday. This is a fictionalized history of Rzeszów – from 1912 to the contemporary times. The docudrama features actors of Rzeszów theatres and guest appearances of employees of Polskie Radio Rzeszów. Those responsible for the scenario, direction and production are persons cooperating with the section. By the time the thematic digital channel is launched, Rzeszów Radio wants to expand the range of cultural and artistic programs on offer, and this will be the main task for the High Culture Department.
- 5) Sport Department. Sport related issues in our programs rank among the key aspects determining the growing listenership of our radio. Young and close-knit team of journalists give broad accounts of events occurring at basketball, volleyball and handball courts. The reporters also focus on regional football, athletics, hockey, speedway, as well as youth sports competitions. Sport Department is mainly responsible for live reports, and sports programs (on Saturday – *Sportowe takty* / Sport Time, and on Sundays *Sportowe echa* / Sport-Reverb), and news (5 times on weekdays, 4 times on Saturdays, and 2 times on Sundays). In addition to live broadcasts, you can hear features, interviews with competitors as well as sports club activists, and people otherwise linked with sport. A lot of time is also devoted to sports com-

petitions for children and youth. The programs promote healthy life styles and physical culture among school students as well as sport achievements of disabled athletes. More attention is paid to regional than national or world-wide sport.

- 6) Music Department. Music is an important component of program in Polskie Radio Rzeszów. Members and collaborators of the department each day prepare the station's varied musical program. It includes both "musical settings" for specific programs as well as specialty shows presenting various types and genres of music (classical music, jazz, blues, rock, pop, music of the 1950s, and 1960s). These shows can be heard in the evening, and they contain numerous regional references (interviews with musicians, reviews and comments related to events of regional importance, reports from concerts hosted in Podkarpacie). In addition to the most popular Polish and foreign music, a lot of radio time is given to young artists singing in Polish (in compliance with the regulation of KRRiT). Polish music is promoted in the show entitled *Gramy po polsku* (We Play in Polish), and regional musicians and bands can be heard in *Podkarpacka scena przebojów* (Podkarpacie Hot Song Scene). Our listeners greatly appreciate programs devoted to folk music (*Plebiscyt kapel* / Folk Band Poll, *Na ludową nutę* / Folk-style Notes). Ethnic rhythms are presented in *Etnofonia* and singer songwriters can be heard in *Mikroklimat* (Microclimate). Listeners can create their own music charts in *Lista przebojów Radia Rzeszów* (Top Thirty of Rzeszów Radio) and *Dino top*. During our daily afternoon program entitled *W dobrym tonie* (Fine-Tuned) (12.00–15.00) our listeners can request specific songs, participate in competitions and win interesting prizes. Our music journalists provide media coverage for numerous concerts and music festivals in the region (International Music Festival in Łańcut, Carpathia Festival, Rozsypaniec, Rzeszów Breakout Day). Polskie Radio Rzeszów hosts an annual competition, called *Werbel* (Snare Drum), awarding the best album released by a band from the region. Our radio station also participates in a joint project carried out by regional stations, entitled *Przebojem na antenę* (On the Air with a Hit). Each Friday our concert studio hosts small concerts watched by audiences, and broadcast live. The team of Music Department is responsible for selecting the performers and for the organization of these events.

All the remaining organizational units involved in accomplishing the radio's mission participate in the production of the aforementioned programs. These include:

- Technical Department – assists the journalist who hosts the show and is responsible for its contents; the unit contributes to that specific program by taking care of its engineering aspect. The Technical Department is responsible for the quality of sound and for technical aspects of broadcasting. It is divided into three units in charge of: program maintenance, sound engineering,

IT and equipment maintenance. In addition to these standard operations, the engineering unit also introduces new montage technologies and provides training for personnel using these systems.

- Program Coordination and Documentation Department ensures consistency of operations in specific sections and cohesion of programming in Polskie Radio Rzeszów. Personnel of the section cooperates with the Programming Director in preparing plans of programs, and introducing program changes; it is also responsible for communicating such changes to specific sections, the technical department, advertising, marketing and promotion department. They design program plans and annual reports for KRRiT regarding implementation of the program in compliance with the legal act. They prepare the programs for broadcasting, transfer audio material to relevant catalogues, prepare archived programs for replay, and record extra announcements. Coordination Department also maintains and organizes program documentation, and forwards it to the archives; it also keeps documents connected with copyrights and other proprietary rights (ZAIKS, ZASP, STOART, SAWP, ZPAV). It designs and updates schedules necessary for formatting the shows and compiling "ZAIKS reports" by the journalists. Personnel of the section regularly monitor public radio program exchange, maintain documents connected with purchase and sale of programs, manage the broadcasting catalogue and keep record of costs of programs using HARP software; they also maintain the schedule of field trips visiting the Radio and designate guiding journalists. In periods preceding elections they maintain the recording schedule for free-of-charge information programs and provide support for electoral committees using our studio. From January to April they organize and execute the campaign entitled "Share your taxes". They regularly prepare reports and calculations for the Accounting Department, Programming Director, Financial Director as well as lists and accounts for KRRiT.
- Program Archives Department is responsible for storing specific audio materials from the current program along with necessary descriptions, and for forwarding the archival materials to the National Archives. The team's tasks also include: digital storage (CDs) of Rzeszów Radio original recordings qualified for temporary or permanent preservation; sending digital audio copies in proper format and with available documentation to the archive server; maintenance of current inventory ledger. The record collection is a part of the archive. Polskie Radio Rzeszów continues to purchase music CDs to ensure the best audio format for listeners. The staff in charge of the CD collection is responsible for registering new acquisitions in music database, for describing specific tracks and attaching the descriptions and sounds to broadcasting catalogues; listening to and checking CDs received from record companies for their technical quality and usefulness for

broadcasting; handling music rental via electronic means; support for radio journalists searching for the right soundtrack for specific shows. Polskie Radio Rzeszów Archive hold the most valuable audio materials (radio drama, feature and documentary programs, interviews with people connected with culture and arts, and most distinguished personalities of the region), which are frequently used, particularly in programs focusing on reminiscences.

- New Media Department. Operations of Polskie Radio Rzeszów are significantly supplemented by the website: www.radio.rzeszow.pl. The Internet Section is responsible for updating the site seven days a week, and for posting current news from the region; most audio materials are accompanied with photographs. The website also contains: the most important audio materials (previously used in broadcasts), information about upcoming concerts, photo galleries related to major events in the region, short info on awards and distinctions received by journalists of Polskie Radio Rzeszów. The broadcasting schedule is regularly updated, and contains short information about selected upcoming shows. This way we can attract new listeners; the Internet and the adequately maintained website allow for removing any barriers resulting from distances.
- Advertising and Marketing – all undertakings related to the program as well as any external projects are mainly financed by revenues from subscription fees. Other sources of funds include: sale of broadcasting time to advertisers, sponsored programs, barter agreements and commercial adverts. Rzeszów Radio provides promotion and media sponsorship for major public and cultural events throughout the Podkarpackie Province.

Solid journalism complying with high professional standards is supported here with the cutting edge technologies to create the program and achieve top quality of broadcasting. Polskie Radio Rzeszów is a radio station whose impact results from tradition, experience and credibility. Radio Rzeszów as a mass medium is recognized as dependable, trustworthy and well informed.

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Netography

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